

DEPARTMENT OF THE ARMY
Headquarters, 69th Air Defense Artillery Brigade
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AFVL-GSB-SM

05 September 2009

MEMORANDUM FOR 69th Air Defense Artillery Brigade

SUBJECT: 69th Brigade Leader Book Guidance

1. Purpose: Define the policy on leader's books within the Brigade.
2. References.
 - a. The Army Noncommissioned Officer Guide, FM 7-22.7 (TC 22-6), dated Dec 2002.
 - b. Training the Force, FM 7-0, dated Oct 2002.
 - c. Battle Focused Training, FM 7-1, dated Sept 2003.
3. It's my intent for all NCOs assigned to 69th ADA BDE to have a functional Leader Book that is used to track training and administrative data on their Soldiers and to provide training assessments to the chain of command. The intent and concept of Leader Book design is to limit the amount of information contained and focus on what's most important. WTT training and certification that's tracked and executed properly each quarter, will limit the amount of tasks trained at the end of the year. Also, NCOs can effectively plan refresher training on tasks completed the previous quarter during future FTXs, STXs, and during sergeant's time. The following items are required for all Leader books:
 - a. Unit training schedules.
 - b. Soldier personal data to include awards received.
 - c. Warrior task training matrix.
 - d. Individual and collective METL task matrix.
 - e. Counseling and home visitation tracking systems.
 - f. Equipment accountability and maintenance tracking systems.
 - g. APFT and height/weight data.
4. Leaders are discouraged making their books so big that it becomes useless. Leader Books containing numerous worthless PowerPoint slides full of color and presenting the appearance that it's never used allows someone to easily make the assumption that it's for all look and not functionality. Your primary role is to track upcoming training requirements and completion thereof. Other reference material such as articles of the UCMJ, chapter procedure information, and installation support agency contact information is good to have readily available. The following paragraphs are taken almost verbatim from the old FM 25-101.

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5. Leader's book information can be in any format the leader chooses. A small, pocket-sized memo book or a full-sized multipage notebook can be used. The bottom-line is that leaders should have a way of recording information. The information is invaluable to the leaders as they track and evaluate their Soldiers' training status and proficiency on essential Soldier tasks. Provide administrative input to the chain of command on proficiency of their units, for example, platoon, section, team, or crew.

6. Leaders are responsible for identifying and training essential Soldier tasks that support the unit's mission essential collective tasks. To ensure Soldiers are trained on their critical tasks, leaders must fully understand the unit's collective tasks and how Soldier tasks are planned, trained, and evaluated to support their accomplishment. Because of limited training resources and time, Soldiers normally cannot train on and reasonably sustain every task.

7. A tool to aid in this process is the leader book. Leaders record in the leader book information addressing administrative data, common tasks, skill qualification assessment, and specific collective tasks, which support the unit's METL. They also record personal information that affects Soldiers' training performance and that leaders need to know to provide training that meets their Soldiers' personal needs.

a. Leaders list in the Leader Book the common tasks found in the Soldier's Manual of Common Tasks that support the METL. They track Soldier proficiency on these selected tasks. They may also record the results of Army Soldier training requirements, such as marksmanship and APFT results. Leaders should record MOS-specific tasks, which support the METL and annotate evaluation results. They can quickly identify weaknesses and plan and conduct training to improve proficiency.

b. The Leader Book should contain only collective tasks and drills required to support the METL. Section, squad, and crew collective tasks and drills are derived from applicable MTPs. For each task listed in the leader book, Soldiers first need to be trained and then evaluated to determine if they can actually perform the task. Leaders may perform either a formal or an informal evaluation; however, they should always adhere to the performance standards contained in the appropriate Soldier's manual, the Soldier's Manual for Common Tasks, and applicable MTPs and STPs. Once the leader determines the proficiency of a squad, team, crew, or Soldier, He/she should record the date of the evaluation as GO/NO-GO and the date opposite the task. Leaders need to refer to it when talking about the proficiency of their Soldiers to the chain of command.

c. A leader may use information in the Leader Book to provide input on his/her unit during daily meetings and company training meetings. For example, if three of five squad members cannot perform "Missile Reload" to standard, the Section leader may want to train this task during the next available training period.

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8. A good leader book is a valuable tool in the process to ensure that Soldiers are trained and ready to perform their wartime mission. To think that one can remember all individual and collective tasks required to support our CMETL and DMETL without a good tracking mechanism such as the Leader book is living another world. The first line leader must ensure that their leader book is used daily to support our wartime mission training.

9. "Guarding the Skies"

TEDD J. PRITCHARD

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